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Executive Registry
7-2807

21 August 1951

MEMORANDUM

TO : Director of Central Intelligence

FROM : Director of Training

SUBJECT: Staff Study Concerning a CIA Journal

I. THE PROBLEM

1. To establish a professional and informational journal for the Central Intelligence Agency as an activity of the Office of Training.

2. To increase the T/O of the Office of Training to provide positions at the appropriate grade levels for the editor and staff of the journal.

II. DISCUSSION

1. A statement of the concept, mission, and objectives of subject journal is included under Tab A.

2. A statement of the initial T/O requirements and grade levels for the subject journal is included under Tab B.

3. An estimate of printing costs is included under Tab C.

4. A list of articles of the type that the journal might carry is included under Tab D.

III. RECOMMENDATIONS

1. That you sign and forward the memorandum at Tab E which indicates your approval of:

a. The establishment of subject journal on the basis of material presented under Tab A as an activity of the Office of Training.

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b. The establishment of the position of Editor, Journal of Central Intelligence, at the grade GS-15, with a staff of three assistants.

MATTHEW BAIRD

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A JOURNAL OF CENTRAL INTELLIGENCE

I. Mission: To provide a medium through which CIA employees can (a) receive continuing training over and above that given in the regular training courses, (b) cooperate in promoting knowledge of intelligence theory and practice, (c) increase their sense of participation in the total intelligence effort, and (d) further understanding as between the Washington office and the field.

II. Discussion:

a. The proposed journal would be a monthly publication, containing material, chiefly of a professional nature, contributed by employees of CIA and possibly of other intelligence agencies, or prepared by the journal staff. It would be classified SECRET (though it might contain individual articles of a lower classification) and would be circulated to all employees of CIA or as many as it would be safe and practicable to reach. In format it would be as attractive and professional as possible in order that it could successfully compete for the limited reading time of recipients and thus fully accomplish its mission. It is believed that a staff of four would be initially sufficient to manage the journal.

b. As an instrument of training a journal such as is proposed could serve much the same purpose as a professional periodical: to keep those working in the profession in touch with developments after their training is completed. In the journal, employees could read and study typical intelligence problems, and through it could keep informed of important changes and developments in intelligence and in CIA. Such a medium, if properly developed, could become an important aid to training.

c. Intelligence is in itself a field for study, and its advancement could be furthered through a central journal, like those published in other professions, devoted to mutual self-education and the stimulation of new ideas and projects. Since journals of this sort are considered indispensable in other fields, it would seem logical to provide one for intelligence.

d. A journal could also do a great deal toward promoting better morale and efficiency. Many CIA employees, virtually ignorant of the functions of any office outside their own, come naturally to the conclusion that they are consigned to routine jobs not

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related to the work of the agency as a whole. Even if they do not resign, they are unlikely to do their best work. Others, for similar reasons, develop the belief that their particular job is the only one of real importance in the agency, and are uncooperative in work that involves other departments. These and other undesirable states of mind could be corrected through the journal.

e. If a wide enough circulation were allowed, and if the journal were left reasonably free from crippling security restrictions, it could promote needed understanding between the home office and the field. Employees abroad feel isolated from the agency as a whole and would appreciate a means of keeping in touch with the work at home. Not only would their morale be improved if they felt that some attention was being paid them by Washington, but they might do their work more intelligently if they better understood the problems of the home office. Likewise, those in Washington would work better with the field if they understood some of the problems encountered there.

f. At the present time, components of CIA, such as O/SI, O/RR, and O/CI individually circulate memoranda on matters of general interest. In a journal, these items could receive wider distribution at less expense and trouble for all concerned.

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T/O REQUIREMENTS FOR A CENTRAL INTELLIGENCE JOURNAL

I. T/O Requirements

1. Initial T/O Requirements for the proposed journal are listed below:

1.	Editor	GS-15	(1)
2.	Assistant Editor	GS-14	(1)
3.	Junior Editor	GS-9	(1)
4.	Secretary-Stenographer	GS-5	(1)
	TOTAL		(4)

II. Discussion

1. The above T/O is based on the belief that the journal would need a few highly competent people rather than a large staff of routine editorial and proof-reading personnel. Time and experiment alone would tell whether or not the staff would have to be enlarged.

2. The editor and assistant editor would have to be well versed in intelligence, have a good grasp of the US intelligence organization, be able to cooperate tactfully with contributors, and possess the considerable editorial skill necessary to produce a satisfactory publication under the rather unusual circumstances that the intelligence structure would impose. Grade levels, therefore, would have to be high enough to attract and retain persons with the requisite skill and experience.

3. In an office as small as that described, the third member of the staff, while not an actual editor, would have to be capable of acting for the editors in their absence as well as to read proof and manage the office. The person selected for the job should be intelligent, experienced, and capable of taking responsibility. A secretary-stenographer would be required for routine typing and general office duties.

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ESTIMATED REPRODUCTION COSTS

I. Costs

Accurate estimates of cost will not be possible until it is known what the exact circulation will be, the number of pages that will be contained in an issue, and, of course, the method of reproduction to be used. The number of copies does not greatly affect the total costs, but the number of pages raises the price at the rate of about $50 per page for the type of publication under consideration. Of the three possible methods of reproduction -- offset, letterpress, and color printing -- the most expensive would be color printing, the least, probably, letterpress. Between letterpress and offset, there is little to choose in the matter of price. The Government Printing Office, working on the basis of [redacted] copies and a 30-page issue, estimated the cost of offset at about [redacted] and that of letterpress at about [redacted] per issue. In time, however, the cost of letterpress, unlike that of offset, tends to diminish so that eventually letterpress becomes the more economical. It is impossible to give any estimate of the cost of color printing in the absence of an actual layout of the periodical, but the process would raise the expense considerably over the other two forms.

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II. Discussion

In view of the fact that letterpress would be, if anything, less costly than offset and would furthermore give the journal amore satisfactory appearance, the advantages would seem to be all on the side of letterpress. It is not believed that the addition of color to a journal of the sort described would justify the increased expense. If the journal were printed in letterpress on good paper with a neat, professional, attractive, and dignified format, it is believed that the expense involved would be well justified in terms of serious reader interest. It is improbable that the mission of the journal could be accomplished short of such a format.

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EXAMPLES OF WHAT THE JOURNAL MIGHT CONTAIN

I. Individual Articles

1. Intelligence as a Career (Signed by the Director. If an actual career corps for CIA had been decided on, its nature and advantages could be described.)

2. What Goes into a National Intelligence Estimate (Beginning with a discussion of what such estimates mean in the formation of foreign policy, would show that no matter how able the authors of NIE's, they could do nothing of value apart from the efforts of practically everyone else in the agency. Would serve double purpose of showing distinctions between intelligence functions, and demonstrating to each employee that his job was as indispensable as any other.)

3. Theories of Security (Would go into different methods of working toward security, ways of penetrating it, and safeguards taken against penetration. All employees are necessarily interested in the subject, and most do some thinking about it. Such an article might clarify this thinking and would probably have the effect of increasing security consciousness.)

4. Problems in the Field (Could be generalized and not identified with any particular area but would show typical problems that are encountered in work abroad.)

5. Problems at Home (A companion piece to the above)

II. Series

1. Historical Articles (Could include a wide variety of subjects such as the history of CIA, the operations of OSS, or the successes and failures of foreign intelligence. Might also include a discussion of the relation to present problems of the matter discussed.)

2. Functions of the Office of - - - - - - (Could cover offices of CIA and possibly CIA's relation to the IAC. Should be signed by the chief of the component concerned.)

3. Brief Biographies (Sketches of important figures in US and foreign intelligence.)

4. Know the Enemy (Unbiased articles on the USSR, its satellites, and Communist China showing what they are, how their governments and economies operate, and their principal strengths and weaknesses. It might be useful to set forth what we know about the Soviet and other Communist intelligence organizations)

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5. World Communism (A means of keeping employees informed on world Communism, its creed, its methods, and current developments.)

III. Columns

1. The Director's Column (Might be a useful feature which would at the same time afford an opportunity for the administration to put forward ideas it wished to circulate and give individuals the feeling that the administration had a real interest in them.)

2. Intelligence News-Roundup (Would review the more important news items of the month, based on non-sensitive intelligence, partly to keep employees informed about the world situation, and partly to give those whose work does not often touch on actual intelligence material some sense of association with it.)

3. Book Reviews (Would bring to employees' attention and encourage the reading of important publications touching on intelligence.)

4. Newspaper Clippings (If it proved practical to do so, a column of excerpts from magazine and newspaper articles concerning CIA or related matters could be included. An example is the reprint from the New York Times circulated by the Deputy Director (Administration) on 3 July 1951.)

5. Questions and Answers (Within the limits imposed by security, would not only enable employees to obtain official answers to legitimate questions but might indicate states of mind among employees that should be corrected. Would preferably not serve the purpose of answering questions concerning pay, leave, and the like.)

IV. Illustrations

A reasonable amount of art-work should go into the journal, especially photographs of the principal figures in CIA to accompany articles signed by them, as well as pictures of foreign intelligence figures and of Communist leaders. Items such as the historical series could be illustrated by pictures taken out of books. Charts and graphs, could be drawn by the CIA graphics department or furnished from material already on hand. For those abroad, pictures of CIA installations in Washington might be interesting. Illustrations should not be profuse but should be sufficient to attract readers.

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MEMORANDUM

TO : The Director of Training

FROM : The Director of Central Intelligence

SUBJECT: Staff Study Concerning a CIA Intelligence School

Reference: Memorandum, Subject as above, dated 21 August 1951, to the DCI from the DTR

1. I have approved the recommendations contained in the reference memorandum.

2. You are authorized to establish a CIA journal with an initial T/O strength and grades recommended, and in accordance with the concept, mission, and objectives stated in the reference.

WALTER B. SMITH

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